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WHEN WITH ATTACHMENT

DRAFT 2

13 January 1971

x2200

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SENIOR INTELLIGENCE SEMINAR

Objectives

The Senior Intelligence Seminar is the most advanced training program conducted by the U.S. Government in the field of intelligence problems, processes, organization and management. The purpose of the Seminar is to assist senior officers in intelligence and related fields to perform more effectively in their present positions or to prepare themselves for other positions of responsibility. The Seminar seeks to do this by:

- a. Broadening each participant's professional outlook and understanding through study of CIA as a totality and the environment of the Agency, and by analysis and critical discussion of intelligence processes and operations within a controlled forum;
- b. Stimulating the participant by providing opportunities to exchange views on policy, substantive, organizational and management matters with knowledgeable Agency officers and with experts from elsewhere in Government and the private sector; and

(1) Time-set blocks originality - develop what there is really to be said without regard to time.

c. Sharpening the participant's management skills and his perception of himself, peers and subordinates,

Scope

Participation in the Seminar is ordinarily limited to officers of grades GS-15 and higher, or equivalent grades, who are in their early fifties or younger. The Seminar is of twelve weeks duration.

The initial phase of two weeks is conducted in full-time residence at the [redacted] and is followed by nine weeks in the Headquarters area on a regular working-day basis. The Seminar/at the [redacted] for the final phase of one week.

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concludes

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Plan of Study

The Seminar is so structured and conducted as to utilize to the fullest extent the experience and knowledge of the participating officers as a learning resource for the whole group. This is accomplished in several ways. Much of the material ^{included} ^{developed by} ~~covered~~ in the Seminar is ^{done in} ~~done in~~ the form of "mini-seminars" on subjects which cut across ^{means} ~~various facets~~ ^{the conventional organizational} ~~structure~~ ^{production,} /of intelligence -- collection, ~~analysis~~, the intelligence input to national security decision making, ~~administrative~~ support to operations -- and other areas of activity in which CIA is directly involved. Not only will all officers be able to participate fully in these discussions, but a number

of mini-seminar topics have been selected in order to draw on the professional expertise found among the Seminar participants.

1— Each officer is expected to prepare himself in advance of attendance to take a leading role in several such mini-seminars. There are, in addition, numerous opportunities for small group discussions which contribute to the objective of a more comprehensive grasp of total Agency processes^{and activities} by the Seminar members.

Given the maturity and experience represented ~~in the Seminar~~, each officer in the Seminar is also offered an opportunity to make an individual presentation on one or more topics of his own choosing which are based on his personal experience^{or observation} as an intelligence officer. These individual presentations are organized and managed by the Seminar officers. ¶ All Seminar officers are expected to participate in the on-going evaluation of Seminar activities and feedback to the faculty. Whenever feasible, topics are examined for their implications and significance for the Agency.

The Seminar also utilize^{5/} the more conventional method of inviting speakers to present and discuss subjects in their field of professional activity. All such presentations and discussion are on a confidential, off-the-record basis. Workshops, readings, films and case studies round out the Seminar program. Several activities are often scheduled concurrently in accordance with their interests.

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Seminar participants are not graded or rated, nor is a participant's component or career service advised as to his performance in the Seminar.

*Supervisors
who give
up a
good
man*

*for as
long as
3 months —
need something
to cover — if
only as an aid
to ~~down~~ the
12 month of time
left & I buy
this concept — but
wonder if perhaps,
like senior schools
we might have
distinguished
to something to tell
the seminar.*

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"Building Blocks" for the Senior Intelligence Seminar

- A. Management I. (Openers - with orientation, covers first two weeks
on [redacted])

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The first management block focusses on the individual officer as an executive -- improving the participants' understanding of styles of management, motivation, the individual participant's personal management style, his perception of others and their perception of him. (This block contrasts with Management II which emphasizes management in the context of the Agency.)

1. Techniques of management and decision making. Will use a number of cases to orient to different techniques a la management workshops, including cases with intelligence slant, and Delphi exercise.
2. Personal styles of management -- ways of becoming a better judge of people with feedback. [redacted]

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cise, Borgatta-Bohernstedt, Managerial Grid, T-Group,
are possibilities.)

*There should
certainly be
a step or
two removed
from the
grid + T-Group
moves II-IV of
Grid?*

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Mini-Seminar Topics

- a. From the secretary's point of view.
- b. Effective staff work in CIA (Horror cases).
- c. How the intelligence executive should approach computers.
- d. The executive's management of his health.
- e. How to recognize and what to do (in CIA) about drugs, alcohol and mental illness.
- f. An outsider looks at the CIA executive.
- g. CT's look at the Agency (a panel of three bright, articulate, fairly critical CT's tell it as they see it).

(Move to the Headquarters area for Blocks B, C, D, and E.)

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B. The Intelligence Process: (three weeks)

This block examines the intelligence activities of CIA -- "the doing" of intelligence -- as part of the "total system" of intelligence activity of the U. S. Government on the national level. It zeroes in on the relationships among the different functions (-- e. g., collection - production) and organizations (-- e. g., CIA - NSA) with special emphasis on processes of requirements, evaluation, feedback, and control.

1. Background (optional). To bring all participants "up to speed." A broad-brush look at the missions and functions of the Intelligence Community (who's who and does what) through a combination of readings and orientation-type presentations.
2. Intelligence Collection and Exploitation. Covers the waterfront of different sources and systems for acquiring raw intelligence material and their initial exploitation and processing required to put raw information in a form which analysts can use to produce finished intelligence.

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- b. Overt sources maps and open pubs, DCS, Air Force, FSOs, attaches, other Agency reporting).
 - c. Communications intelligence (NSA and SCAs, and FID).
 - d. Electronic and radar intelligence (NSA, OEL, DIA-managed assets).

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- e. Overhead reconnaissance (NRO, NPIC, IAS, and a DIA PI center).
- f. Defectors (CS)
- g. AFTAC, OTH and other miscellaneous exotic sources (AFTAC, ORD)

All presentations should include displays of sample products: Visits should be considered to NSA, TSD, OEL, NPIC, Vandenburg AFB, Lockheed or P&E or comparable activities.

3. Production of Finished Intelligence. Looks at what intelligence production analysts "do" with the raw and semi-exploited material to produce finished intelligence. The mechanisms and quality of communication -- the requirements processes -- both between collectors and producers and between producers and consumers of finished intelligence are to be given special attention.

Three approaches (undecided as to which is best):

- a. By ^{type} type of product -- estimates, current, basic, studies (economic and S&T), maps, etc.
- or b. By producing organization -- DDI, ONE, DDS&T, INR, DIA, Army *Topo*, etc.
- or c. According to the consumer who is served. What intelligence is provided to the White House, how it is produced, and how it is requested and received.

Same for NSC mechanisms; State/IGs; DOD; Congress.

All presentations should show sample products to Seminar. If feasible, schedule each man for a day's work visit on a desk -- e.g., an EUR officer to counterpart ship in OCI -- to be followed with a discussion of the experience.

4. How Intelligence Supports Policy: If approach 3c is not used, a separate presentation on this is needed. Take a look at an ^{ACTIVE} actual Inter-departmental group including the chairman followed by DDP area rep and DDI backup man.

5. Support for Intelligence: A quick look to give participants a feel for the extensive and costly supporting activities.

- a. R&D
- b. Reference services/information handling
- c. ADP
- d. Transport
- e. Communications
- f. Administrative Services
- g. Security and counter-intelligence

6. Resource Allocation and Management

- a. Programming in DOD
- b. Programming in CIA
- c. CIRIS

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7. "Coordination" in the Community
 - a. Resources -- USIB, NIRB, and NIPE
 - b. Substance -- USIB
 - c. Operations -- via FI Staff
8. Mini-seminar topics
 - a. Future trends in intelligence sources
 - b. Impact of EOI on production
 - c. CS field unit in the late seventies
 - d. Duplication in the Intelligence Community
 - e. How effective is CIA coordination of FI ops
 - f. How effective is the Community machinery -- USIB, NIRB, NIPE, etc.
 - g. New Intelligence Problems
 - (1) Earth resources survey and monitoring
 - (2) Population
 - (3) Weather control and forecasting
 - (4) Commerce in drugs overseas
 - h. A visit with a defector
 - i. Operational parameters -- cover, liaison, operating environments
 - j. Negotiations with North Vietnam

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- k. New methods of evaluation (H. Jenne,
- l. Who should meld -- processor or producer of finished intelligence (approaches to using source materials)

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C. Major World Trends and their Significance for Intelligence:

This block of two weeks to twelve days is designed to acquaint and stimulate the Seminar members with first-hand exposure to current thinking on major world problems, particularly of experts from outside the Agency. On most of the problems which are taken up, a further effort is made, relying to a large extent on experts from within the Agency, to examine the significance of these problems in the context of present and prospective Agency concerns and interests. A typical problem format treated in this fashion might commence with a presentation and discussion in the morning with a noted professor or think-tanker and in the afternoon resume on a classified basis with a panel of several Agency experts or with several Seminar sub-groups on the implications for intelligence collection, analysis, support, R&D, covert action, relationships with other agencies, what aspects of the problem the intelligence consumer would be interested in, etc.

Following are examples of major world problems:

1. Directions in Internal Soviet Policy and Developments
2. The USSR Abroad
3. The Challenge of China or
vice all three -- The Communist Threats Today
4. Japan -- Future Superpower

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5. The Mediterranean Vortex
6. India Faces the Seventies
7. Nationalism and Communism in the Third World
8. Latin America -- the Backyard of the U. S.
9. Population
10. Technology, National Trends and World Power

^{topics;}
Mini-Seminars to pres:

- a. The Church in Latin America (Dull - very little work going)
- b. Collection and analysis on radical Black Africa countries
- c. Arms Control and Intelligence
- d. The International Communist Movement^(s) Today
- e. The Soviet Leadership as perceived by the analyst and the operator
- f. The U. S. National Interest and Intelligence
- g. Theories of International Relations -- Epistemological assumption^s of intelligence analysis

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D. The Environment of CIA (Hqs. area - two and one half)

This block is intended to expose the Seminar participants to the world outside the Intelligence Community which is relevant to the business of CIA. It would include, as practicable and pertinent, the views of those who are biased against or critical of CIA, as well as individuals or groups who are "friends of the outfit."

1. CIA's Position and Role in the National Security Structure

- a. CIA legal authorities
- b. The Presidency, NSC mechanisms, Executive Office of the President, PFIAB
- c. The Foreign Affairs community
Relationships with State -- critics of CIA from FS with AID and USIA (maybe)
- d. The Military (except intell orgs)
Relationships with Sec Def and OSD; with the military services, incl JCS; with the mil R&D orgs (excl intell)
- e. Relations with the rest of the Executive Branch

2. CIA and the Congress

- a. Who CIA interacts with on the Hill -- briefings, appropriation process, influence, requests, etc.
- b. Critics of CIA on the Hill

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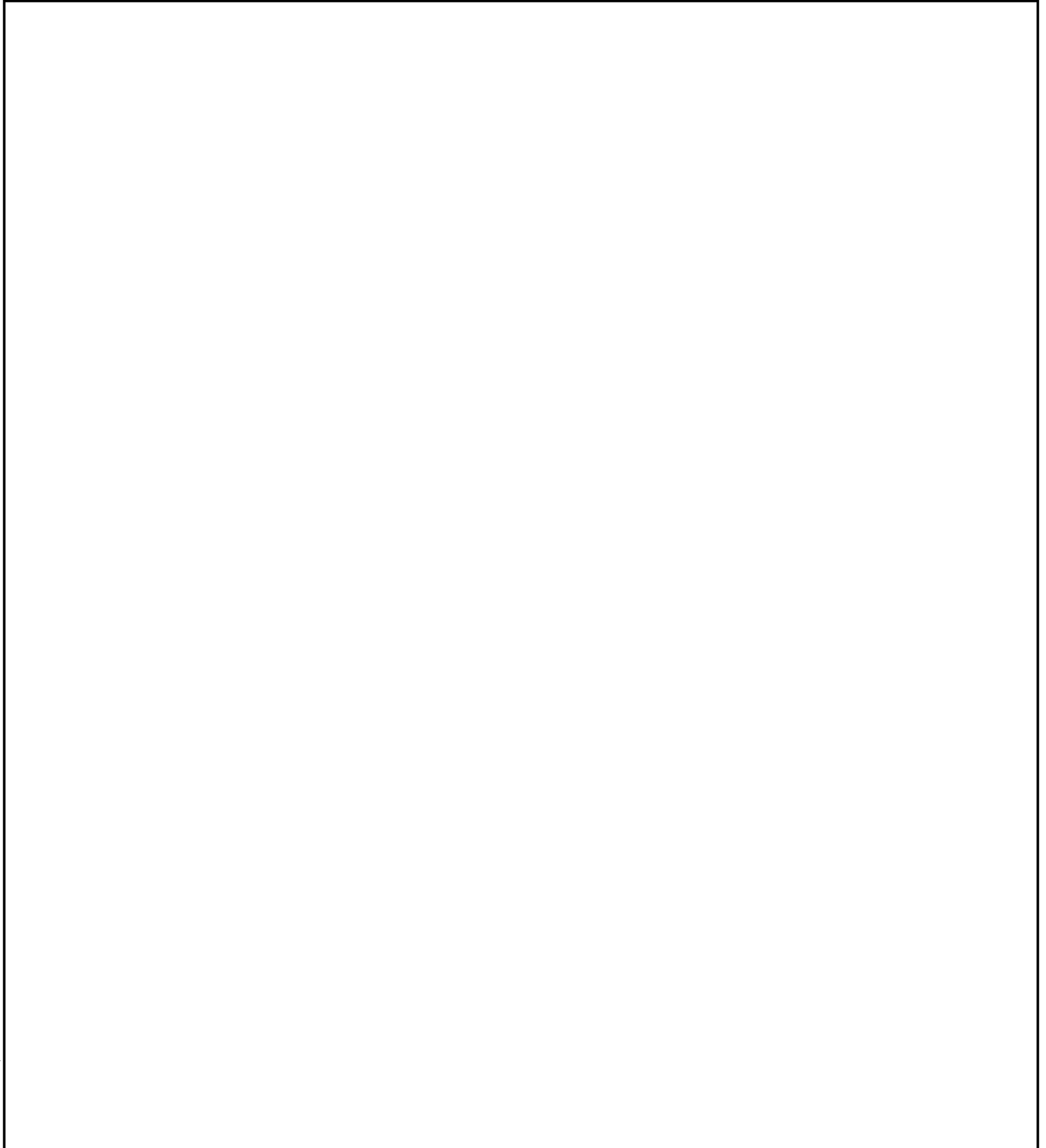
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3. The Attentive Publics of CIA (critical views included)
 - a. Media
 - b. Youth and the new left
 - c. Academia
 - d. Black militants
 - e. International publics
4. Mini-seminar topics
 - a. The DCI's Community Hat (myths and realities)
 - b. Erosion of the DCI/CIA Special Authorities
 - c. How much should CIA copy the Civil Service; the Foreign Service
 - d. Analysis of Intelligence failures ORD?) 25X1A
 - e. CIA in the Headlines (U-2, Bay of Pigs Green 25X1A
Berets, Heine vs Rausch, Tofte, etc.

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F. Management II: (closers, one week on)

Emphasis on the block is on the processes of management in the Agency and U. S. intelligence. It is heavily problem oriented.

1. Management systems in CIA.
2. Styles of management in CIA.
3. The Agency culture and sub-culture⁵ (stereotypes and attitudes).
4. Problems facing CIA -- lays out the crucial management, organization and personal problems of the Agency.

5. The IG looks at the Agency.

6. The Director's Bag

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Mini-seminar topics

- a. Problem Solving Seminars
 - (1) How we should get them to year-end '72 ceiling
 - (2) How "open" should CIA be?
- b. CIA compared with other organizations
- c. Collaboration between counterpart components and desks in different Directorates
- d. Innovation vs. Control in CIA -- are we becoming too bureaucratic
- e. How a good CIA executive would behave

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APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: A Rough cut, per our discussion. Would appreciate your reactions, ideas, as soon as possible. DS					
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